

# Goal 3

A premier, nationally recognized metropolitan research university in the University of Louisville

To become a premier, metropolitan research university, UofL must increase its degree and research productivity while enrolling a larger, more diverse student body. UofL's performance on Council key indicators in 2002-03 is summarized below. Goals for these indicators were established by the Council in consultation with the institutions.

## CPE Key Indicators of Progress

UofL met its performance goals for:

- Undergraduate enrollment, which increased from 14,131 in 2001 to 14,475 in 2002.
- Graduate and first professional enrollment, which increased from 5,573 in 2001 to 5,958 in 2002.
- The retention rate of first-time freshmen, which increased from 78.4 percent in 2001 to 80.8 percent in 2002.
- The number of community and technical college transfers to UofL, which increased from 326 in 2001 to 342 in 2002.

UofL did not meet its performance goals for:

- The six-year graduation rate of bachelor's degree students, which decreased from 33.3 percent in 2001 to 32.8 percent in 2002.
- The five-year graduation rate of transfer students (three-year average), which despite increasing from 39.8 percent in 2001 to 40.6 percent in 2002, remained below the goal.

### According to the Council's 2001 Alumni Satisfaction Survey:

- 73 percent of UofL's undergraduate alumni were satisfied with instruction and faculty.
- 56 percent were satisfied with academic and student services.
- 62 percent were satisfied with their preparation for work.
- 37 percent "definitely would recommend" UofL to a friend.
- An average of 54 percent regularly participate in volunteer, charitable, or civic activities.

### According to the 2001 National Survey of Student Engagement (which assesses undergraduate student experience):

- First-year students scored UofL higher than predicted on one of five benchmarks, "active and collaborative learning," and lower than predicted on "level of academic challenge," "student interactions with faculty members," "supportive campus environment," and "enriching educational experiences."
- UofL's scores for seniors were above predicted on three of five benchmarks—"active and collaborative learning," "student interactions with faculty members," and "enriching educational experiences"—and lower than predicted on the remaining two.
- 24 percent of first-year students and 38 percent of seniors participated in a community-based project as part of a regular course.
- 39 percent of first-year students and 45 percent of seniors reported participating in volunteer work outside of class.
- 26 percent of first-year students and 33 percent of seniors reported that their college experience contributed to their knowledge, skills, and personal development in contributing to the welfare of the community.
- 25 percent of first-year and 29 percent of senior students reported that their experiences at UofL contributed to the development of their voting behavior.

## In the area of research and development:

- Extramural research and development expenditures rose from \$31 million in 2000 to \$34 million in 2001 (National Science Foundation data). UofL's goal for 2002 is \$46 million. Preliminary data reported by UK to NSF indicates UofL's 2002 total was \$57 million.
- Federal research and development expenditures rose from \$18 million in 2000 to \$25 million in 2001 (National Science Foundation data). UofL's goal for 2002 is \$35 million. Preliminary data reported by UK to NSF indicates UofL's 2002 total was \$39 million.

## For the purposes of the *Kentucky Plan for Equal Opportunities*:

- In 2001-02, UofL showed continuous progress in five of eight objectives, qualifying for quantitative waiver status (i.e., new degree programs had to be implemented under the waiver provisions during 2003). Performance for 2002-03 will not be available until January 2004.

## Progress Toward National Recognition

UofL's mission to become a premier, nationally recognized metropolitan research university has been embraced in its 1998 strategic plan, the *Challenge for Excellence*. A "balanced scorecard" serves as the management tool that measures progress on key indicators associated with the following emphases: educational experience, research, creative and scholarly activities, diversity, partnerships and collaborations, and institutional effectiveness. Goals for each of the key indicators of progress have been identified through 2008. A complete accounting of UofL's performance on the balanced scorecard is available on its website, [www.louisville.edu/opb/planning/planningscorecard/system.pdf](http://www.louisville.edu/opb/planning/planningscorecard/system.pdf).

Significant improvements include:

- There were 70 active grants or contacts, up from 43 in 1997-98.
- Average ACT scores for all entering freshmen increased from 21.4 in 1998 to 23.2 in 2002.

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- The number of residential students increased from 1,865 in 1998 to 2,858 in 2002.
- The number of endowed chairs and professorships increased from 35 in 1998 to 87 in 2002.
- Federal funding excluding financial aid (awards) increased from \$15.9 million in 1998 to \$53.7 million in 2002.

Much of UofL's progress is due to significant investments in educational and research programs through reinvestment and reallocation, philanthropic fundraising, matching state funds, and external funding awards. For example, since the inception of Bucks for Brains, UofL has raised \$57.2 million in private donations. Public and private funds received in 2002-03 were used to support the creation of six new endowed chairs, two new endowed professorships, three new endowed fellowship programs, and one new research mission support fund.

Another direct result of UofL's research focus is an increase in patents, royalties, and business development. Licenses and U.S. patents have increased from 46 in 2000 to 56 in 2003. Business start-ups have increased from one to six during this same period. New businesses have grown from 38 in 2000 to 76 in 2003. Royalties and associated income have increased dramatically from \$10,626 in 1998 to \$470,419 in 2003.

Further evidence of the university's growing national recognition includes:

- The university was cited in the *Wall Street Journal* as one of the top 30 public institutions in preparing students for prestigious graduate schools.
- The Institute of Bioethics, Health Policy, and Law was recently recognized as one of the top two national centers for public health law.
- The new pediatric pharmacology research unit was recognized by the NIH's National Institute of Child Health and Human Development.
- The Center for Deterrence of Biowarfare and Bioterrorism received recognition by the Center for Disease Control. The Center for the Deterrence of Biowarfare and Bioterrorism's use of standardized patients (actors who can simulate various diseases) has received national attention.

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- The School of Nursing received a grant (\$298,050) from the Department of Health and Human Services to establish a Center for Cancer Nursing Education and Research.
- The director of the Outcomes Research Institute was featured on the cover of the National Institutes of Health magazine as the lead story.
- UofL undergraduates include Truman Scholars, Udall Scholars, and Fulbright Scholars.
- The entrepreneurship program was ranked in the first tier by *Entrepreneur Magazine*.
- The Southern Police Institute was consistently ranked among the top three law enforcement educational and training institutes by the International Association of Chiefs of Police and the International City Managers Association.
- The Pan-African Studies program received a national ranking by *Black Issues in Higher Education*.

## Research Challenge Trust Fund Programs

HB 1 created the Research Challenge Trust Fund to support nationally recognized research programs at UK and UofL. UofL submitted an annual report in October 2003—as required by RCTF guidelines—detailing program activities during the 2002-03 academic year (available from the Council or UofL upon request). Highlights of the report include:

### Early Childhood Research Center

The Interdisciplinary Center for Research on Early Childhood Issues and Initiatives focuses on the assessment of cognitive and language abilities in infants, perinatal risk assessment and infant development, factors affecting intelligence and achievement in preschool and school-aged children, and prediction of developmental delays. In 2002-03:

- Sponsored research awards totaled \$795,706.
- Thirty-six manuscripts were accepted for publication.
- Collaborative engagements with local, regional, and state agencies/institutions numbered 25.

- The Language and Reading Development Research Program was one of 16 research centers across the nation identified by the National Institutes of Child Health and Human Development's Reading Research Program.
- Work continued to develop a commercial, cost-efficient, and effective device for the universal screening of newborn infants for speech sound discrimination.

Next year, the Interdisciplinary Early Childhood Research Center will conduct research projects addressing empirical questions in two core areas: growth and development of preschool abilities essential for early academic achievement and effectiveness of early childhood education and childcare programs in facilitating academic readiness skills.

## **Institute for Entrepreneurial Research**

The Entrepreneurship Program at UofL's College of Business and Public Administration, a nationally-ranked program, is modeled on real-world business conditions. In 2002-03:

- Sponsored research awards totaled \$47,949.
- Eleven manuscripts and two books were accepted for publication.
- The Institute for Entrepreneurial Research was established, a collaborative research effort among 20 College of Business and Public Administration faculty. In 2002, the National Small Business Institute Directors Association selected the small business segment of this institute as the top program at any U.S. university.
- An international MBA program with entrepreneurial emphasis was established; to date, students are enrolled in the Singapore, Athens, and Panama programs.
- A Ph.D. program in entrepreneurship was approved.

## **Logistics and Distribution Institute**

The Logistics and Distribution Institute (LoDI) is responsible for sustaining a high-quality research environment by facilitating interdisciplinary and applications-oriented research that will benefit both the Louisville academic and business

communities. LoDI also has developed cutting-edge instructional programs and curricula for students and local business employees seeking career-long education and training in logistics and distribution. In 2002-03:

- Sponsored research awards totaled \$1.3 million.
- Fifty-four manuscripts and two books were accepted for publication.
- The graduate certificate program in logistics and distribution was approved by the UofL board of trustees.
- Partnerships included the Center for Engineering Logistics and Distribution (CELDi), an NSF sponsored Industry/University Cooperative Research Center (I/UCRC). CELDi is a four-university consortium consisting of UofL, the University of Arkansas, Oklahoma University, and Oklahoma State University.
- The Kentuckiana Dream Project was established with funding from the U.S. Department of Labor. This is a free job-training program designed to train eligible individuals on basic logistics skills needed for employment in the logistics and distribution industry.

Next year, the Logistics and Distribution Institute (LoDI) will continue to improve the skills and capabilities of the Greater Louisville workforce through its Graduate Certificate Program in Logistics and Distribution, executive training and workshop offerings, and a program to offer basic work skills training in logistics, distribution, and warehousing.

## **Molecular Medicine and Biotechnology**

This program consists of eight focus areas: cancer biology, neuroscience, birth defects, vision research, genetics and molecular medicine, cardiovascular research, transplantation, and public health. The biomedical research in these areas involves interactions between faculty throughout the health sciences (medical, dental, nursing, public health and information sciences, James Graham Brown Cancer Center, bioethics, and health policy and law) and faculty in the Speed Scientific School of Engineering and the Kent School of Social Work. The molecular medicine and biotechnology program has a total of 91 full-time faculty, including 13 newly hired faculty in 2003. In 2002-03:

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*The UofL Medical School improved its rank in NIH funding from 93<sup>rd</sup> of 123 medical schools in 1999 to 76<sup>th</sup> of 125 in 2002. Most of this growth is due to the faculty members who are part of the molecular medicine and biotechnology program of distinction.*

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- Sponsored research awards totaled \$34 million.
- A total of 407 manuscripts and 11 books or book chapters were accepted for publication.
- The UofL Medical School improved its rank in NIH funding from 93<sup>rd</sup> of 123 medical schools in 1999 to 76<sup>th</sup> of 125 in 2002. Most of this growth is due to the faculty members that are part of the molecular medicine and biotechnology program of distinction.
- The James Graham Brown Cancer Center was awarded a \$11.1 million NIH COBRE grant and continues to work toward the goal of becoming an NCI designated cancer center.
- The Centers of Disease Control and Prevention and the Cabinet for Health and Human Services recognized several areas of national excellence at UofL, including bioterrorism response and preparedness training, cancer nursing research and care training, and public health policy and law research.

Next year, the molecular medicine and biotechnology program will focus on continued improvement of infrastructure and increasing funds to enable the clinical sciences research faculty to build programs of strength.

## Major Initiatives for 2003-04

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*UofL is currently revising and updating its plan to incorporate the goals and objectives of the new administration through a revision of the balanced scorecard. Improvements in research and development expenditures, retention and graduation rates, and meeting the objectives of the Kentucky Plan for Equal Opportunities will be a particular focus for next year.*

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UofL's strategic plan was designed to span a 10-year period. The university is currently revising and updating its plan to incorporate new goals and objectives through a revision of the balanced scorecard. Improvements in research and development expenditures, retention and graduation rates, and meeting the objectives of the *Kentucky Plan for Equal Opportunities* will be a particular focus for next year.

### To improve retention and graduation rates, UofL will:

- Implement a new initiative—*Vision\*Focus\*Action*—to promote a challenging and supportive academic environment and user-friendly student services. New academic programs will be selectively developed in targeted areas—academic challenge, student support services, the cultural and racial



climate, and communications with faculty and staff—to meet the interests and needs of students and the state. This initiative will help ensure that the quality of programs and services, as well as the academic environment and campus culture, remain a top priority as UofL moves forward.

- Maintain its focus on attracting and retaining the best and brightest students, which will be reflected in measures such as the improvement of average ACT scores.
- Set specific goals to increase the number of undergraduate students enrolled in honors courses and involved in research or creative activity in collaboration with faculty.
- Set specific goals for the number of doctoral degrees awarded and the number of disciplines graduating doctoral students to maintain Carnegie research extensive status.
- Establish a Center for Teaching and Learning.

To improve research and development expenditures, UofL will:

- Attract renowned scholars and researchers to join an already strong faculty through continued support from the Commonwealth's Research Challenge Trust Fund. The number of endowed chairs increased from 35 in 1998 to 92 in 2003. This program has encouraged private philanthropy and helped move the university's research agenda rapidly forward.
- Seek support from state and private sources to begin construction of a new research building on the health sciences campus. Modern research space will facilitate continued growth in the area of high-technology research.
- Implement the Cardiovascular Innovation Institute and continue progress toward a National Cancer Institute designation as a comprehensive cancer center.
- Seek private gifts to fund additional endowed chairs in areas that will move the economic development agenda forward—in particular, science and technology fields with an emphasis on collaborations between health science, engineering, and natural science faculty.

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- Work with Louisville metro government, Greater Louisville, Inc., and business and community organizations to serve the region and provide educational and research expertise to promote economic development.
- Pursue collaborative opportunities with medical center partners in the biomedical area, including the Louisville Medical Center Development Corporation and Greater Louisville Health Enterprise Network.

**To increase diversity, UofL will:**

- Implement a university-wide diversity plan comprised of unit-based plans. The plan, "Achieving Our Highest Potential," is a major strategic document covering the next six years.
- Appoint a Diversity Plan Monitoring Committee to monitor the progress of each unit.

Looking to the future, UofL will continue to pursue a Phi Beta Kappa Chapter in the College of Arts and Sciences, accreditation for the School of Public Health and Information Science, membership in the Order of the Coif for the Brandeis School of Law, a National Institutes of Health Cancer Center designation, and other such achievements that will bolster its national reputation and standing.